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ABSTRACT

Good public relations will result if the library concentrates on providing friendly and efficient service to its patrons. The director of the library has a key role to play, for he sets the tone and pattern for all the staff and personifies the library in the eyes of the community. The director should have imagination, enthusiasm, and leadership, for his or her prime responsibility is to select, build, and inspire the library staff which will have personal contact with the public. It is the personal contact between staff member and patron that will determine the library's popularity, or lack of it, because the community in general will tend to think of the library as its users do. Physical adjustments can be also be made to make the library appear as a lively and dynamic institution. More convenient arrangements and bright innovative displays need not be expensive to be effective. (SL)

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# GOOD PUBLIC RELATIONS - A BY-PRODUCT OF RESPONSIBLE SERVICE

BY

Robert S. Alvarez, Ph.D.

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Talk Given Before the Pennsylvania Library Association Annual Conference

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It's a bit scary to talk about public relations to a group of people who have been involved in it for a lifetime, who have read any number of books and articles on it and listened to countless speakers on the subject. I'm sure many of you could stand right up now and give an equally good talk on the subject - but I hope you won't. The great joy of public speaking is being able to talk for 45 minutes without interruption. I can't do that at home or anywhere else.

Perhaps it will make everyone feel better at the start to tell you that I haven't looked at any books or read any articles on public relations to prepare for this talk. I don't know how to think or talk like a textbook, and I don't want to talk about theories or programs that are of concern only to administrators. This talk will be addressed to every individual in the room and I hope each one of you will listen to it that way and look for ideas that YOU can act on in your own library. I am going to be listening, too, because no speaker always practices what he preaches... and I can use these reminders myself. I don't expect you to approve everything I say, but hope you won't turn me off when you disagree with me. And please forgive me for my personal references. My Dad who has long written a syndicated newspaper column taught me to personalize my writing and my speaking. He talks a lot about <u>his</u> medical patients, and I talk primarily about <u>my</u> library experiences. Not because they are better than anyone else's; only because we are more familiar with them... and first person accounts are always more ear-catching.

Public relations, as everyone knows by now, is much more than

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publicity, or advertising. One is reality, the other just a picture, or what someone says is so. Public relations is what you are, and what you do, more than what you say. You hear a lot, too, about employee relations and customer relations, but they all call for the same approach, the same positive attitudes, the same degree of kindness and thoughtfulness and concern for the well-being and happiness of one's fellows.

Good public relations is simply a matter of practicing the Golden Rule - on the part of all library personnel. You treat the patrons with friendliness and courtesy and try to give them the best possible service because that is what you'd want if you were in their shoes, and that is what you look for from service personnel everywhere YOU go. You are not cold or unpleasant, nor are you superior, or indifferent, or impatient, because that would be a betrayal of your trust. You were employed to be a public servant, and regardless of your position in the library, that is what you are expected to remain. It's good to stay mindful of this.

The first important point to remember about public relations is that it involves everyone on the staff -- just as family relations involves everyone in the family. Any library is people - the staff - more than ~~books~~ anything else. Take two buildings of the same size and appearance and fill them with the same number of volumes and employees.

A few years later, one may be considered a fine ~~great~~ library, and the other a ~~rated~~ poor one. What made the difference? Why, people, of course!

I'm thinking now of two libraries serving populations of the

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same size and type. One you would all rate as excellent, and the other certainly below average. I am ~~certain~~ sure that if someone switched the two complete staffs the library users in the first community would shortly be wondering what happened to spoil their wonderful library, and folks in the second city would soon be noting with great delight the transformation of their sleepy old library. We have all seen such transformation, not only in particular libraries but in churches and stores and every type of public service operation.

~~A hundred~~ Many years ago when I started out as a junior librarian in the Rochester Public Library, in New York, I treated each patron as if the fate of the library depended on my giving the best possible service and sending the patron home a real friend of the RPL. There was nothing I wouldn't do for someone coming to our reference desk, and I never went home as long as someone was there waiting for service. I take no credit for this, and never received or expected any from my supervisors. I just liked serving people and felt lucky to have a job I enjoyed so much. The salary was right, too: $125 a month.

I hope young people today can still start out in library work with the same happy outlook as those who began in a far less complicated time. And I hope they recognize their key role in the library's service operation. If they have anything to do with the public they certainly must realize that they ARE the library to everyone who talks with them. These people will go away thinking well, or poorly, of the library in accordance with the way they are treated by these employees. After all, we all do the same thing wherever we do business. Talk to anyone who's sore at the telephone company, or doesn't want to have anything more to do with a particular department store, and you'll find that they really didn't talk to any responsible representative of the firm. Actually,

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it was just one poor little clerk who caused all the trouble in each case - probably for some reason that any amateur psychologist could explain.

When one hears of a case like this, it's hard not to think of the executives of the company working their heads off upstairs trying to promote a better image of their institution -- and all their efforts being nullified, at least in the case of these particular customers and their friends, by the behavior of a nameless clerk. We are all at the mercy, so to speak, of the people who work with and for us.

We are all involved in public relations - directly or indirectly - and everything we do and say has PR implications. Good public relations doesn't require any publicity or public relations department, and the best such department can't achieve much if the employees don't support their program with deeds to match their words.

All libraries have public relations to the nth degree. But some have much better PR than others. The real question at all times is whether the institution's PR barometer is going up or down... whether you are gaining or losing ground. And most things are built one person at a time - whether it be the membership of a club the subscription list of a magazine, or your group of satisfied library users.

We all know that you can't advertise what you don't have, nor can you brag on something that really isn't too good. People will always come to try out anything they hear talked about, but if the reality doesn't match their hopes or expectations, don't expect to see

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them again. Library advertising is most helpful, and - since it is generally related to specific programs and events - it is ~~completely~~ highly reliable. I can think of only one instance where the advertising of a library event proved false. I squirm every time I think about it because I was the guilty party. It happened in my first work year. A staff party was being planned and the highlight was to be movies of Norway taken by a staff member just returned from there. I chanced to remember that the head of the Medical School in Rochester, a Nobel prize-winnter in Medicine, had a special interest in Norway and so with the Librarian's permission invited ~~the~~ Dr and Mrs Whipple to come and see these movies. Well, the movies turned out to be most amateurish, with more pictures of the travelers than of Norway, and the projector was having one of its bad nights. The Librarian was stricken and did the only thing possible - left in the middle of the scene to take his distinguished visitors on a trip through his beautiful new library - and I tagged along wishing I were a thousand miles away. ~~I doubt recall the Alvarezes ever being invited to the Whipples' home again after that~~. It just doesn't pay to say something is going to be good, when it isn't.

Good public relations - like popularity, happiness, a good reputation, or so many of the other desired goals in life - is a by-product of responsible behavior or service. Money also, if properly earned. As Robert Townsend, the "Up the Organization" man, puts it: "Money, like prestige, sought directly is almost never gained. It must come as a by-product of some worthwhile objective or result which is sought and achieved for its own sake."

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In other words, an organization doesn't get together and say 'We are going to aim this year for bigger profits, or good public relations' and go directly for them. They try instead to identify and correct the things that are losing them business and public acceptance, and see how they can come up with better products and provide a better service to the public. And if they are successful in making these improvements, the benefits will follow, as night the day.

In any library situation, the director has the key role to play. He sets the tone and the pattern for all the staff. If he is PR-minded, and shows his interest and concern for everything that affects the public, and is thoughtful and considerate in his dealings with the staff and public alike, the members of the staff will tend to behave accordingly... The director, moreover, represents the library to the community and most people will tend to view the library much as they view its director. We all are inclined to look at institutions that way. If we know and admire the school superintendent, or if the minister of a particular church is a good neighbor, or the president of the Church Street bank is the father of a close friend, we are much more likely to think well of those particular organizations. You can't separate the man from the institution. Certain it is that an aloof, dull, disinterested director and a highly thought of library just don't go together. I can think of no exceptions.

What is needed at the top? Mainly imagination, enthusiasm, leadership. The Librarian is chiefly responsible for selecting, building and inspiring his or her staff.

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The Librarians in the big cities and universities take almost no part in the selection of their staff. They don't see their new clerks and junior librarians until they are already hired, if at all. I couldn't do this. I'm the lazy type who delegates everything he can and always has a clean desk, but I'll always want a big say in the selection of all adult personnel, both part-time and full-time. My own happiness, as well as the effectiveness and image of the library in the community is so completely dependent on the kind of people staffing the institution, that I'd be crazy not to make this my top priority matter. I never could understand people who in the old days used to write to a library school and say "Send me a reference librarian" or a cataloger, or some other variety librarian. These were people they were going to have to live with for thirty years or more and they didn't even care to know the first thing about their personality, disposition, or work attitudes. Just send me a body with an M.L.S. degree attached. I'm glad to see that most librarians are more careful now in filling staff positions. They certainly should be when you realize that it is far easier to part from a husband or wife you can't stand than it is to get rid of an unpleasant staff member who makes life miserable for everyone around her. Look for people with imagination and enthusiasm, people with happy dispositions and open minds, and there is no limit to what you can do with your library - from both a service and public relations standpoint. The reason I

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love every minute of my work at the library is the same reason the reading public in South San Francisco thinks their library is the greatest around: a truly delightful staff.

Enthusiasm and the desire to give top service is caught, rather than taught. And if the boss doesn't have any to catch, the people down the line aren't likely to display much themselves - and there goes your good public relations. And might I express the hope here that you administrators can find the time to get around your libraries a bit more, for your pleasure as well as that of your staff. In most large cities, the bulk of the staff see their director only at staff meetings. He is almost never seen on the floor of the main library or in a branch. Try visiting around the main building for 10 minutes every morning, and it will become a habit you won't want to break.

Actually, just "good public relations" isn't really enough for a library. It should deserve the rating of "excellent." Every library starts off with good public relations. If it doesn't behave too badly, it should maintain this standing. Unlike a business which charges for its service and has to work hard for public approval, the library gives its material away free. That's the great thing about working at the loan desk -- you feel like Santa Claus, giving away piles of new books, along with records, and whatever else is wanted. And a Santa Claus ought to be popular.

If your patrons don't think well of you, it's your fault. Somebody in the library must have done something to turn these people off, as they weren't that way to begin with. I might add that if you

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have a staff member who seems uninterested in her job, ask yourself what happened to turn her off. She wasn't that way when you hired her. Let me ask you, is there anyone in this room who didn't expect to like library work when he or she started to work?

Apparently all of you started out anticipating a pleasant experience in the library ... and so did all your library patrons. If they aren't pleased with your library, the finger is pointing right at you... and you'd better find out the trouble and correct it.

Your community will tend to think about the library the way your patrons do, if they think about it at all. Your library users will talk about the library to their friends who are non-users, just as they talk about stores, supermarkets, etc. I was watching the Oakland Raiders play the Kansas City Chiefs on a recent Sunday afternoon when I heard the word "library" spoken by one of the two women behind me. They'd been talking non-stop throughout the game about everything but football but I hadn't paid any attention until I heard that magic word.

I listened just long enough to learn that one had recently discovered some new library services that neither had known about before. That's the only instance I know of where someone paid $8.00 to go to a pro football game to learn something about libraries. But I'm afraid these women were out of place there. I always look at the crowd every Sunday and estimate that no more than 10% of them have borrowed a library book in the past year.

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That thought wouldn't bother me if I knew the answer to the problem of how to get such people - representing the bulk of our adult population - to read books. But I don't know it, and I don't believe anybody else does either. We've sent staff members out calling door-to-door, in block after block in our city, showing and offering people the most attractive books and records, free for the taking, and they have had little success in enlisting new library users. They report that the people who want to read already have a library card, and the others are completely disinterested.

Ask a group of librarians what their biggest need is and you generally hear "More Money" or "More Books" or "More Staff." To me, our biggest need will always be "More Readers," just as the biggest need of any businessman is always more customers.

In our library, we have the space, the staff, and the books to handle a 50% increase in circulation without asking the City for any more money. If we could only find these additional users! I might add that we have already increased circulation 7 % without asking for additional funds. In fact, we have voluntarily reduced our staff each of the past seven years

If we are going to attract more people to the library we are going to have to develop more services to non-readers and offer more attractions that this majority of the adult population can respond to. If you want to stick to printed material, then forget about the multitude who won't ever read a book.

However, I don't believe it is necessary to give service to the majority of the population to be well thought of, and well supported, by the city fathers. Most of the money appropriated by city councils,

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state legislatures, and the Congress, is for the benefit of minorities. It is more important to do a good job, be well thought of, and truly deserve more support, than it is to simply reach a larger percentage of the community. Good public relations has little to do with numbers; it is a matter of quality rather than quantity. The fact that a library is limited to serving a minority of the population makes good public relations more essential rather than less so. So let's get back to talking about service to our reading public. If we can't win their approval and support, we might as well forget about the rest of the population, including the folks at City Hall.

Excellent public relations, as we have suggested, comes from excellent service. This generally doesn't cost any more - and it is definitely more fun and a lot more satisfying. It normally starts at the loan desk where the newcomer has his first contact with a library representative.

Nobody should be put at a loan desk who doesn't truly like people, smile easily, and enjoy helping others. One can never let down there because there is no carryover between patrons. If you are impatient or indifferent with anyone, he will neither know nor care how wonderful you were with the thirty people who preceded him, and simply go away thinking it is a pretty poor library.

I know a bank that puts a sign behind its line of tellers: "If you don't get a smile and hear your name spoken by one of our girls, you get a quarter." I'd be happy to hang a sign like that in my library and pay all penalty money out of my own pocket. I'd lose very little... Every person who borrows a book from your library

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definitely ought to receive a smile and to hear his own name spoken at the desk. It's so easy for one to sneak a look at the person's borrower's card and then say something like "There you are, Mrs. Johnson; I hope you enjoy these new novels."

Many people who visit a library are lonely and don't give or receive many smiles in an average day. So I hope you will staff your public desks with people who really want to make people feel welcome and at home in the library and will provide a little warmth and pleasure along with the library materials.

If your staff aren't able to do this, go out and hire the most charming person you can find and have her work the busiest part of each day just greeting and helping people in every way possible. Maybe one morning a week she could provide a free cup of coffee for the public. Or you might set a goal of a surprise-a-month at the library. Get in the habit of thinking and doing unexpected and innovative things. As a starter you might arrange to have a little automobile displayed in your library. That's another example of something that banks do, but libraries never do. I was so proud of my staff when I told them that I was arranging to have a Mazda car shown in our reading room, to tie in with all our material on automobiles and, specifically, the Wankel engine. All anybody said was "Are you sure you can get it through the front door?"

We librarians do a number of things that irritate the people we are dependent upon for library use and support. In the first place, we make people do too much waiting. If somebody comes in and asks for

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a library card, they should have it in two minutes' time, and be permitted to borrow material immediately, provided of course that they have the required identification. Nobody should have to make a separate trip to the library to pick up his card, and nobody should have to wait more than a few minutes to have his material checked out. When I was in public relations work in Cleveland, Ohio, I spent many a noonhour in the big periodical room of their main library. All the books borrowed from that big, wonderful library were charged out then by one girl working at a small desk in that room.

It always bothered me to observe the long line of people awaiting her attention and I often timed the last person in line. It regularly took a good ten minutes for this person to get to the charge-out desk. With all their employees, why couldn't the library have provided at least two more people to speed this lunch-hour ~~book charging~~ operation?

What good does it do to have the best public library in the land if you send everyone away grumbling about your poor service?

A few years ago the Dallas Public Library issued an annual report with a picture on the cover showing a long line of people waiting to reach one lone individual standing before a photo-charging machine at the front desk. One could count a dozen people in the picture as the line extended on out of sight. One immediately felt sympathy for the poor employee, and then for everyone in line, and wondered why this library with its fine administrative staff couldn't provide faster check-out service. The Dallas arrangement was probably just a photographer's smart idea, but one can learn from it.

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One thing we all have to continually fight against is being too picky and too inflexible. We could all cite examples of this kind of behavior. One from my memory is the morning that some of our regular newspaper readers found the door to the basement area open at a quarter to nine and so just naturally came in and started their reading. This unique situation was quickly discovered by a department head who proceeded to chase the men back out on the sidewalk - to be let back in at nine o'clock. I trust nobody here is capable of such monkeybusiness.

If someone comes to your library early, thinking that you open at 8:30 a.m., and is waiting at the door while you let yourself in, what's the harm in inviting him in with you - if it's a small library - rather than making him waste the time outside?

And if a businessman needs to borrow for an evening a reference book that is normally used only once or twice a month, why not let him take it? Isn't one sure use of the volume better than only a 1 in 20 chance of using it that evening?

I often do research in a library that starts making noises at 8:35 p.m., to indicate that the library is closing. I am sure that I am

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not alone in feeling that one is entitled to stay and work until 9 o'clock and don't like the idea that the staff wants to get rid of us as early as possible. A blink of the lights at 10 minutes to 9 is plenty of notice to depart. It's bad enough to be thrown out at 9 p.m. I once asked the President of the Library Board in that city why they ejected several hundred people every night at 9, who wanted to stay longer, and then opened the building at 9 the next morning when few people wanted to come in. Of course, we all know the answer... but should a library be operated to please the staff, or the public? We tried a year of closing at 10 p.m., and then cut back to 9:30 when most people seemed content to leave by then. The Hennepin County Library's new main building, outside of Minneapolis, is in a shopping center whose hours are 10 a.m. to 10 p.m., so library officials were smart enough and courageous enough to make the library's hours the same.

There is considerable demand to open one of the big public libraries in our area on Sunday afternoons. A city analyst recommended this a year ago, pointing out that it wouldn't necessarily cost very much since the library operated on Fridays (the second least busy day in the week) with 78 people and on Saturdays (a very busy day) with only 29. His suggestion was to transfer some Friday people to Sunday afternoon, but library authorities when questioned again about this last week were quoted as saying that they hadn't had time yet to study the analyst's report... Actually it doesn't cost much to keep the average main library open for three or four hours on Sunday afternoon. We operate Sundays with two men - who want all the time they can get - and two pages. We also stay open most of the holidays, when the neighboring libraries are closed and people need and appreciate a library

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that is open.

Another thing that turns some people off are what one might call "messy libraries." I'm thinking now of two libraries that leave a bad impression because their rest rooms are so distasteful. I don't believe their directors have ever been inside them; they have their own facilities. Then I think of an East Bay library that reminds me of an ice cream parlor after the gang has left. One has to remove the printed leavings of earlier patrons to find table space to work on. The staff doesn't do a proper job of clearing off the tables, or picking things off the floor, and nobody seems to be responsible for seeing that the new book shelf has something new or interesting on it.

A library should have ~~a dozen~~ at least eight sections of shelves filled with boo published in the last twelve months; these volumes should be displayed full-front (far more attractive than just seeing the spines of the books), and these shelves should be straightened and the empty spots refilled with new books back from circulation at least a dozen times a day. A library's collection can never look as new and interesting as a bookstore's, but most can look more attractive than they do. For one thing, none of us do enough weeding. It doesn't take much time to do a complete job of weeding every three or four years, and one can improve a library faster by weeding its book collection than in any other way. Not only will the shelves look more interesting but the circulation will increase. We recently weeded about 6,000 volumes from our branch library and the circulation increased markedly.

Everyone here could suggest a dozen PR ideas that might prove helpful. One we have long thought about doing is a reference service

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demonstration at the various men's luncheon clubs. I'd like to borrow some extra reference librarians for an hour some Thursday and go to the Rotary Club and invite every man there to think up a question that he'd like answered. An hour later we'd return with answers to the bulk of these questions and read them out to the audience as the last part of a program on library service to businessmen. It couldn't help but be most impressive, and would show that the library can supply almost any desired information, and quickly.

There are so many obvious things to do - like ordering the new books earlier and getting them out to the public faster; brightening old buildings by putting pretty colors on the backs of the bookshelves, the ends of shelving sections in the stacks, and on the fronts of vertical file drawers; adding carpet wherever you don't have it; publishing at least a weekly newspaper column; digging up and publishing information yourself when it is needed in the community and unavailable elsewhere; being more appreciative with people who do things for the library, such as newspaper reporters, other city department heads, councilmen, library volunteer workers, etc. (for instance, in Nashville we printed attractive "Free Lifetime Library Cards" and sent them to library benefactors who lived in the County and would otherwise have to pay a non-resident fee to use the library); and putting a "Suggestion Box" up in your library. But if you use such a box, be sure also to put up a big reply board each month, listing every significant suggestion that was received and showing the action taken on each one. If the library can't do what is suggested, explain why. We tried this in Berkeley and the public really liked it. Everyone could see that the library was carefully considering every suggestion

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and that most were acted on within the month.

Needless to say, you will want to speak to every group that will have you. And if you prepare an annual report, keep it short and tell only what's new and interesting and different from before. Eliminate all the rest... When talking to city councilmen, stick to what laymen can understand and relate to, and don't feel any request is hopeless until you have presented it.

Occasionally rearrange and redecorate parts of your library, instead of just waiting for 30 years for a new building. Businessmen say they have to remodel their store every eight years to stay competitive, but libraries are generally left alone to become more and more run-down and out-of-date until the city fathers finally produce a new building with all the modern equipment and the improvements that should have been made years earlier.

It is important from a public relations standpoint that the library appear to be a live, dynamic institution. Which means that it must continually be doing and offering something new, and telling the public about it.

We librarians must get over the idea that one must have a special grant to do something new. Instead of thinking big and waiting for a gift of thousands of extra federal dollars, think small and get started now. We've had the fun of starting almost every kind of collection and service you will find in a public library, and almost

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all of them with less than $100. If one has never before had any children's recordings, or cassette tapes, or framed pictures, or whatever, even six to ten titles will make a fine starting collection that will delight many people, and it will grow quickly simply because there will be members of the staff and public interested in seeing this happen. Each new beginning will improve the image of the library without doing any harm to other existing collections.

Still, everything is dependent on the conduct and performance of the troops in the front lines - primarily the bottom-ranked non-professionals at the library's main desk. Nothing is more important than the way these staff members treat the public. When you think of building into your staff, I trust you won't overlook your non-professional people. Since three-fourths of the employees of any library are in this group, if we don't appreciate, and motivate, and give these people every chance to serve at their highest level, we are greatly handicapping the library's overall effort. I've known so many non-professionals - and professionals, too - who were capable of doing so much more than they were given the opportunity to do. And the beautiful thing about your untrained employees is that they are ~~completely~~ so open-minded. Say to one of them - "Let's try doing it this other way for awhile" and you'll rarely get an argument or a scowl. We librarians are handicapped by the fact that we learned everything a certain way at library school and it's hard to forget our training.

If you are a department head or administrator it is an

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important part of your job to see that your staff have every opportunity to try out some of their better ideas. Let them know that you expect them to be creative, contributing members of your team, and that you want them to question everything they do and see if it is really necessary, and, if so, how it can be done better. Librarians should be continually experimenting, observing, analyzing, seeing what works and what is popular, and what isn't. We all do much too little of this... And if you happen to be a branch librarian, or an assistant in a college library, or a high school librarian, children's librarian, special librarian, or whatever, is there any reason why you can't decorate, arrange, or provide some service in, your particular area, a little differently than one would find it in comparable situations elsewhere?

Let me say here that I have yet to see the job, no matter, how small, that somebody who cares can't do better than anyone else. She might do it faster, or more accurately, or more efficiently, or more pleasantly.

Your library is what you make it! You can have the kind of library - or the kind of department - that you want! You just have to decide what you really want, set some specific goals, and get going. Most of the things that need doing in your library, and my library, don't take money nearly as much as they do imagination and the will to make needed improvements. Each of us has only one professional life to live; why leave all the fun and satisfaction of making those improvements and starting those new services to your successor. Be

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selfish and leave him a library, or department, or branch, so modern and efficient and greatly used that he will have to scratch to find something more to do with it.

And with everything you do to brighten your buildings, weed your collections, streamline your operations, and improve your services, you will notice the rise in your public relations barometer. Everything you do is bound to affect the ease or the pleasure with which people use your library, and the amount of success they have in getting from it what they need. All this, in turn, affects what they think of the library. Only you people can influence or determine the level of your library's public relations. The library board can't do it, neither can the city fathers, the best advertising or public relations firm in the area can do no more than bring new people to the library for an initial visit; it will still be up to you whether or not they ever come back again.

There is so much more that I would like to talk about on this broad subject of public relations, but I am reminded of the immortal words of Lady Godiva as she approached the end of her famous ride: "I am nearing my close."

But I'd like to close on a positive note, so I'll make mention here of the recent survey conducted for the Hennepin County government in Minneapolis. Even librarians need to be reminded from time to time of the real popularity of the public library, and of course everything we have been saying here applies equally to other

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types of libraries. Ninety percent of these Minnesota residents had a favorable impression of their suburban library system. Eight percent had no opinion and only two percent had a somewhat unfavorable impression. In response to the question "Can you name three important services Hennepin County provides?" the library ranked fourth with 21% of respondents naming the library as one of three most important services.

In response to the question "Which one county service is the most important to you?" ten percent responded by naming the library. The library outpolled such services as welfare, police protection and parks, to rank third behind county roads (17 percent) and hospital service (13 percent).

That should be encouraging to all of us, even though we may have serious doubts that we could match the rating of the Hennepin County Library at this time. Needless to say, they do have an excellent staff and provide top-flight service. That adds up to excellent public relations every time.

I have greatly enjoyed talking with you, as perhaps you can tell. I was pleased to see a pretty girl jotting down a few things as I spoke. I'd be interested to know what she felt was important to remember, but I wouldn't dare ask. One time I did, and was permitted to see the young lady's program where all she had written was: "Pick up Henry's shirts at the laundry."

I may have covered too many points, too hurriedly, but all you need remember is that everything is possible in library work these days and you can have the kind of library and the kind of public relations you want.

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